ADAPTATION





YAYA, MOJO Ad and the styized MOJO Ad logo are service marks of the Missouri School of Journalism. All other product and service names are the property of their respective owners. © 2021 MOJO Ad, Missouri School of Journalism

• TABLE OF CONTENTS

4

07 Meet MOJO Ad 08 What is a YAYA 09 What is the State of the YAYA 10 Methodology 11 Introduction

PHASE 1 13 DISRUPTION

14 INSIGHT: Pandem(ic)onium 19 IMPLICATION: In-Person Human Connection

— PHASE 2

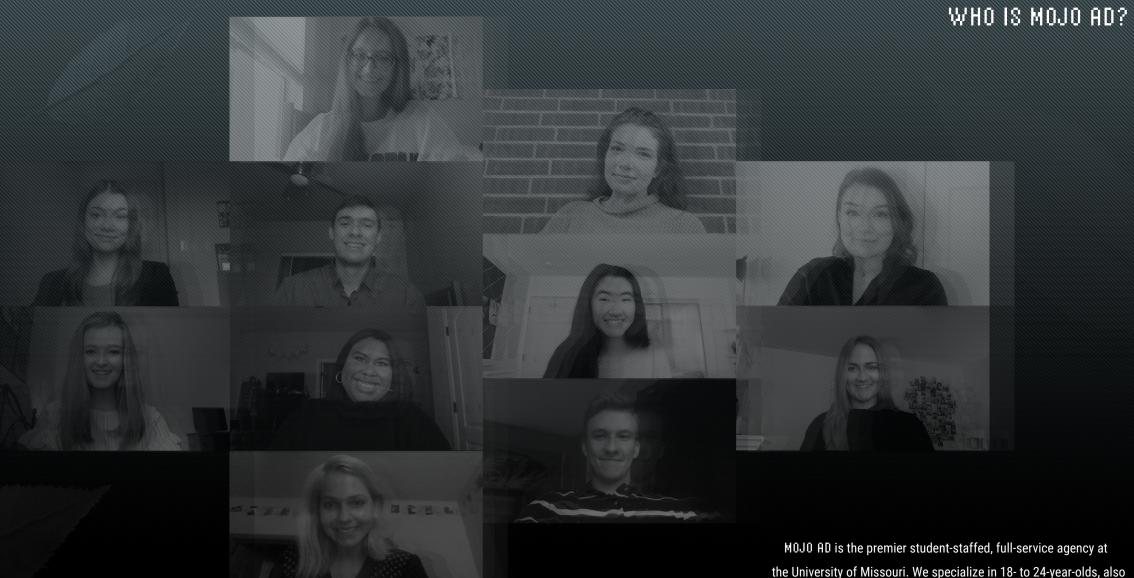
21 ADAPTATION

22 INSIGHT: Redefining Resilience26 INSIGHT: Empty Promises28 IMPLICATION: Showing Values30 IMPLICATION: Recruiting Process

PHASE 3 33 TRANSFORMATION 34 INSIGHT: Walk the Bridge 37 IMPLICATION: One-Stop Shop

38 IMPLICATION: Flexibility

40 Closing 42 Meet the Team 46 Attributions 50 Background Sources



M0J0 AD is the premier student-staffed, full-service agency at the University of Missouri. We specialize in 18- to 24-year-olds, also known as the youth and young adult (YAYA) market. No one knows these consumers quite like we do. Why? Because we are them. As members of this elusive demographic, we serve as liaisons between the YAYA market and the professionals seeking to reach them. -0

WHAT IS THE STATE OF THE YAYA?

ORIGINALLY COINED by MOJO Ad, "YAYA" refers to 18- to 24-year-olds, or the youth and young adult market. These consumers are at a pivotal life stage in which they are figuring out who they are and what they like.

At 31 million strong in the United States and earning an aggregate income of \$463 billion, these consumers are choosing whether to stick with the brands they know or try new ones.¹ If marketers fail to reach them, they might never catch up.

THE STATE OF THE YAYA is an annual report that provides marketers with an in-depth look at the trends and activities of the 18- to 24-year-old market. Created by MOJO Ad staff, the report presents exclusive data on the YAYA market to help marketers connect with them on a deeper level. The report, based on a national quantitative survey of over 700 18- to 24-year-olds, not only highlights who they are as consumers, but individuals as well, by providing a deeper look at attitudes and behaviors towards media consumption and their life online. METHODOLOGY

-0

INTRODUCTION

THE YAYA WORKFORCE IS

WE ARE LIVING through a metamorphosis. COVID-19 and a rapidly accelerating digital transformation have cut through the fabric of our society, and the workplace is no exception. But, with the right care, even deep cuts heal into beautiful scars. There is a massive opportunity for employers to transform their operations and flourish in the digital era, while leaving competitors that are unwilling to change behind.

Destruction is inherent in creation and healing only comes after pain. You can create the workplace of the future and heal society in the process, but you're going to need to understand the evolved YAYA demographic to do so. With this knowledge, your company can resonate with and retain these budding professionals as they begin to enter the workforce and spread their wings.

OUR 63 QUESTION SURVEY was distributed nationwide through Qualtrics. This resulted in 724 completed responses from YAYA consumers. The sample was representative of the U.S. Census Bureau data for 18- to 24-year-olds related to race, ethnicity and gender.

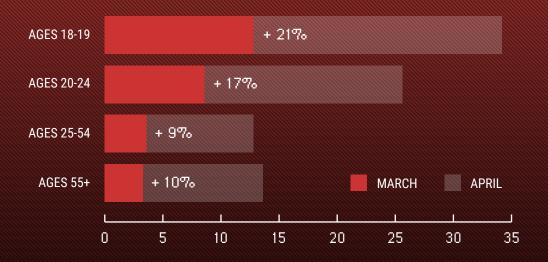
In addition to our primary research, we utilized dozens of secondary resources, including Mintel, Pew Research Center, Forbes, Statista and Nielsen, plus past State of the YAYA reports, to gain a better insight into the evolving YAYA market.

12

PHASE I

YAYA INDIVIDUALS are in a transitional life stage. They're living on their own for the first time, attending colleges and trade schools and discovering who they are and who they want to become. As if this wasn't a large enough challenge already, the COVID-19 pandemic didn't do the YAYA demographic any favors. Many YAYA individuals have either entered the workforce amid rising unemployment rates or experienced isolation-induced mental health issues while transitioning to college or trade school.

UNEMPLOYMENT RATES BY AGE GROUP IN 2020



or taken a pay cut due to the outbreak.² It's clear that the YAYA professionals experienced the most disruption in their careers; in fact, a Pew Research Center study reported that the YAYA demographic was more likely to lose a job or take a pay cut than older age groups.⁴ Between March and April 2020, unemployment rates rose to 21% for 18- to 19-year-olds and 17% for 20- to 24-year-olds, which was the largest increase of any age group. Even though these numbers have since improved, they still remain significantly higher than prepandemic levels.³ There's a struggle in the metamorphosis. As the pandemic holds the job market down, many YAYA professionals have altered their desired career path to make ends meet. Nearly 40% of YAYA individuals agreed that they changed their career path due to COVID-19, with over 40% agreeing that COVID-19 has made them choose a more practical career path. Carrying the financial burdens of adulthood is stressful and strenuous, and many YAYA individuals have put aside their personal preferences and passions to take any job that they can get.⁵ All of this upheaval has caused YAYA

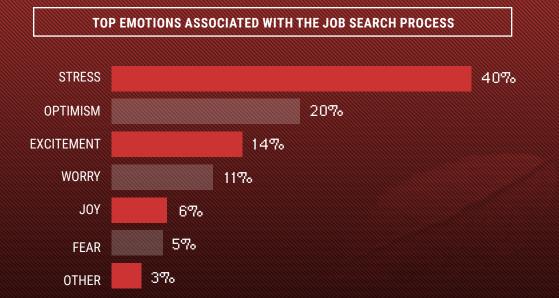
INSIGHT PANDEM(IC)ONIUM

JUST AS YAYA INDIVIDUALS were preparing to hatch from their cocoons, extenuating circumstances forced them to retract their wings and halt their growth. As a result of the COVID-19 pandemic, 24% of survey respondents moved back home. However, many returned to a home that wasn't the same – half of survey respondents reported that they or someone in their household had lost a job

24%

OF SOY RESPONDENTS MOVED BACK HOME FOR COVID-19 RELATED REASONS

É

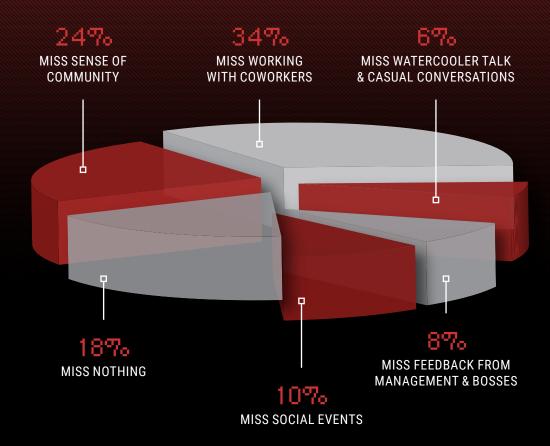


individuals to feel pessimistic about their job prospects. Sixty-five percent of survey respondents agree that they feel uncertain about the future of the job market, and 57% indicated that their top emotion associated with the job search process was negative. To break that latter statistic down further, 40% said stress, 11% said worry and 6% said fear, with other write-ins including tedium, anxiety and feeling drained. Additionally, 64% of respondents agreed with the statement "I am burnt out." These negative emotions have taken a toll on YAYA individuals' mental health. The Pew Research Center reported that nearly 75% of 18- to 24-year-olds have experienced at least one adverse mental health symptom during the pandemic.⁴

One cause of adverse mental health symptoms is the lack of in-person contact with others. When asked about the switch to virtual workplaces, 82% of survey respondents reported missing something about the in-person workplace. Breaking that down further, 34% miss working with coworkers, 24% miss the sense of community, 10% miss social events, 8% miss feedback from management and bosses and 6% miss watercooler talk and casual conversations.



WHAT YAYAS MISS MOST ABOUT IN-PERSON INTERACTIONS IN THE WORKPLACE





CULTIVATE IN-PERSON HUMAN CONNECTION IN THE VIRTUAL WORKPLACE

WORKING FROM HOME doesn't have to weaken your organization's culture. Employers looking to alleviate the YAYA demographic's mental health maladies and stay connected despite physical distance should transition to a hybrid workplace that still cultivates the in-person human connection that these YAYA professionals crave.

An example of a company that does this well is IBM, which created a "Work from Home Pledge" during the pandemic. This pledge outlined how employees could support one another while working from home. Via Slack, employees could sign up to help their IBM coworkers with everyday tasks like picking up groceries and watching each other's kids. In the Harvard Business Review, IBM's chief human resources officer, Nickle LaMoreaux, said the remote shift made people "a little more human" and made meeting remote colleagues feel like

being "invited into their homes."⁶

At the end of the day, the metamorphosis occurring within the workplace shouldn't erase what YAYA professionals value the most: genuine human connection. While YAYA employees value the efficiency of the new virtual workplace, they don't want to lose in-person experiences altogether. Hosting regular check-ins between highlevel management and low-level employees and creating person-to-person interactions will reduce conflict as well as facilitate growth and improvement.

Also, make sure your organization is hosting regular bonding events, like fun contests or structured get-to-know-each other meetings, where the tone is light and the focus is fun. Think fantasy football leagues, March Madness brackets, Bachelor and Bachelorette watch parties with lighthearted prizes, such as the loser buys a round of drinks.

PHASE II A DA PTATION

DESPITE THE SWEEPING changes and disruption that have taken place recently, the YAYA workforce isn't giving up anytime soon. Young and full of energy, this demographic is redefining resilience and adapting to the new virtual workplace.

REDEFINING RESILIENCE

EVEN THOUGH the world was turned upside-down overnight, YAYA individuals have not lost hope. Earlier, we talked about some of the pessimism YAYA individuals felt with regard to the job search process, but we would be remiss to overlook the optimism that is present as well - 63% of survey respondents agree to some extent that they feel optimistic about the future of the job market. When asked the top emotion that the YAYA demographic associates with the job search process, 21% chose optimism, 14% chose excitement and 6% chose joy. A Factiva research report backs this up. It found that two-thirds of unemployed young adults reported that they are optimistic about finding a job and 85% of employed respondents stated that they believe they will hold the same job that they already have for years to come.7 Overall, 81% of the study's participants reported being happy and optimistic about their future.⁷

Optimism about the future has motivated the YAYA demographic to be diligent in

its job search. Of the methods most used when job-hunting, personal networking through friends and family or professional contacts is by far the No. 1 method with 76% of survey respondents reporting using this technique. Interestingly, the second and third most common methods are not traditional job-hunting platforms, they include Google Search and social media like Twitter, Instagram and Facebook with 40% and 38% of survey respondents reporting using these techniques respectively. When it comes to looking for a job, the career networking site LinkedIn did not resonate with the YAYA market as much as many would think. In fact, 37% of YAYA individuals do not use LinkedIn at all, and only 6% of YAYA individuals want to be rewarded for a job well done through a LinkedIn or other social media shoutout. What's even more surprising is that "Over 50% of young adults in the United States age 19-24 have a LinkedIn account, yet 96% of this group rarely or never uses it."8

Perhaps part of the reason why is because

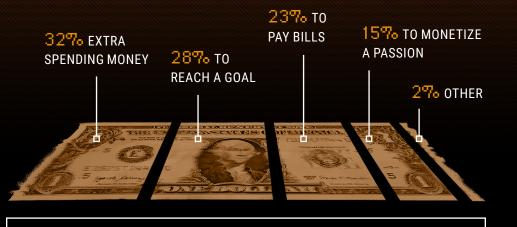


"LinkedIn makes inexperienced job-hunters feel overwhelmed and inadequate."⁸

When applying to companies, survey respondents are split 50/50 on the importance of knowing someone at the company they're applying to. But, according to Forbes, 70% of candidates look at company reviews before they make career decisions and 69% are likely to apply to a job if the employer actively manages its employer brand by responding to reviews and updating its profile.⁹ What this means is that promoting your employer brand across social channels, devices and platforms will influence tech-savvy Gen Z candidates to want to work for you.¹⁰

YAYA individuals are looking to work where they are the right fit, as 60% of survey

respondents feel that their hobbies align with their career choices. While some YAYA individuals have switched their career paths to more practical professions, 62% of survey respondents disagree to some extent with the statement "Due to COVID-19, I changed my career path." While some endured COVID-19 disruption in their career paths, a majority of 60% were still able to pursue their desired career path. However, those weren't the end of the changes for YAYA employees related to the job market. We found that 63% of YAYA workers have turned their hobbies and passions into side hustles to supplement their primary careers for various reasons. Thirty-two percent said that they have a side hustle to generate extra spending money,



SIDE HUSTLE MOTIVATIONS

28% have a side hustle to help pay bills and 15% have a side hustle to pursue their passions. Crippling student loan debt also makes having a side hustle an appealing prospect to YAYA individuals.¹¹ And, of everyone who has a side hustle nationwide, YAYA individuals make up 39% of that group.¹² Side hustles are an outgrowth of the pandemic that is here to stay.

Along with this, YAYA professionals are adapting to times of uncertainty by prioritizing long-term benefits alongside salary. Seventy-nine percent of survey respondents categorized insurance as a need, with 69% doing the same for retirement plans. Other long-term benefits like paid time off and flexible work hours were categorized as needs by 64% and 62% of survey respondents respectively. When asked what the primary reason would be to choose one job over another, 36% of survey respondents indicated wanting more income with 22% choosing enjoyment of work. When it comes to recruiting and retaining the YAYA

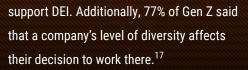
demographic, long-term benefits matter. Sixty-six percent of SOY respondents would take a 10% lower salary in exchange for better benefits. This was backed up by a Business Wire report that found that 60% of its Gen Z respondents would accept a 10% lower salary in return for a better benefits package, while 91% of those same respondents said that being offered great employee benefits packages would make them work longer at their first full-time job.¹³

EMPTY PROMISES LEAD

WHILE SALARY and benefits are important, they aren't the end all, be all. Gen Z sees equality as a requirement, not a benefit.¹⁴ Seventy-eight percent of survey respondents agree to some extent with the statement, "It is important to work at a company that values corporate social responsibility." Additionally, 45% of this demographic wants work that has meaning and purpose beyond just getting paid.¹⁵

Diversity matters to YAYA professionals along many dimensions – they don't care about race and gender alone. They also care about identity and orientation.¹⁶ Companies that can better represent the spectrum of differences in their external branding are much more likely to diversify their talent pipelines.¹⁶

YAYA professionals care deeply about diversity, equity and inclusion (DEI). Sixtynine percent of survey respondents agree to some extent that they would walk away from a job if the company didn't actively



This audience cares so much about DEI that they won't accept a company's lip service as good enough. When you're advocating for a social cause with the sole goal of increasing brand equity, that's performative activism, and they won't be fooled. The YAYA demographic grew up in the age of the influencer. They know better than anyone what performative activism is, and when they see it, they don't like it and won't work for it.

L'Oréal is an example of a company that's doing it right. Through a range of employee "Think Tanks" like Women of Color and Out@L'Oréal, the company has created a welcoming environment where everyone has a voice.

Talking the talk won't be enough, because YAYA individuals can read your lip service. You're going to have to walk the walk. The best way to do this is by taking a transparent, data-driven approach to DEI.¹⁸ Set goals for hiring and promoting underrepresented groups and make them transparent within the organization. This will add credibility to your claims and allow you to prove your legitimacy through accountability.

ChartHop is an example of a company that's executing a data-driven approach to DEI the right way. It has shared its own DEI stats on the internet for everyone, including its employees, to see.

EMPLOYERS NEED TO ACTIVELY SHOW YAYA EMPLOYEES WHAT THEY VALUE

YAYA EMPLOYEES can't be catfished – if the face you used to recruit is different from the face you wear on a day-to-day basis, members of this demographic won't think twice about leaving.

An example of a company you don't want to follow in this regard is Google. Google claims it's all about DEI, but when you look beneath the surface, you find a different story. Google's security team would disproportionately check Black and Latino workers' IDs around its campus, making them feel as if they didn't belong. One anonymous Black Google employee said, "It seems small, but over time, it makes you feel like you don't belong." Employees at Google are not allowed to speak on these issues without repercussions, which fails to create the safe space its workers deserve.¹⁹ Employers should not tokenize their underrepresented employees for DEI credibility, as the YAYA demographic will see right through that and not want to work for you.

While Google has some of the best perks

around – free five-star food, significant paid maternity leave and great insurance plans – the median employee tenure is just over a year, which is among the worst average tenures in Silicon Valley.²⁰ Why is Google's rate so dismal? Its employees don't feel like their values match their employers. This appears to show that salary and benefits only go so far – you have to prove to your YAYA employees that you care about the same things they do.

According to the 2019 State of the YAYA report, 60% of YAYA individuals worry about finding a workplace that treats them equally and treats them well, and 69% of 2021 State of the YAYA respondents agree that they would walk away from a job offer if a company didn't actively support DEI efforts.²¹ The YAYA demographic is willing to shop around to find the right fit, even if that means sampling your workplace firsthand and leaving you when they find out you aren't what you advertised.

An example of a company to emulate

60% —

OF YAYA INDIVIDUALS WORRY ABOUT FINDING A WORKPLACE THAT TREATS THEM EQUALLY AND TREATS THEM WELL

697。——•

OF RESPONDENTS WOULD WALK AWAY FROM A JOB OFFER IF A COMPANY DIDN'T ACTIVELY SUPPORT DEI EFFORTS

77% -----•

OF GEN Z SAID THAT A COMPANY'S LEVEL OF DIVERSITY AFFECTS THEIR DECISION TO WORK THERE

is Patagonia, which gives its employees interesting opportunities to support environmental work. Fifty-five Patagonia employees traveled to Chilean Patagonia at company expense to spend three weeks restoring a former sheep ranch to create what will soon become Chile's newest national park. This proves to Patagonia's employees the deep commitment the company has to environmental sustainability, a value many of its employees hold themselves.

EVOLVE THE RECRUITING PROCESS TO BE MORE APPROACHABLE AND INFORMAL

IN ORDER TO RESONATE with this market, companies should consider morphing their approach and level of formality – both in the workplace and online.

Since YAYA individuals have different habits than previous generations when it comes to communication etiquette, employers and recruiters should be mindful of their communication styles and messaging. Social media posts should feel genuine, personable and affable.

This demographic is much more casual in its emails and messaging, and the majority

do not understand the legacy rules of the communication chain. For example, if a higher-up conveys they are "always available" in passing by, YAYA individuals will take that literally, contacting their higher-ups without hesitation.²² Over half of survey respondents agree that they often engage in work-related communication with coworkers outside of traditional business hours.

You will find it easier to attract YAYA recruits by meeting these digital natives where they are: social media and the web. Things you should focus on include having



51%

OF RESPONDENTS AGREE THAT THEY OFTEN ENGAGE IN WORK-RELATED COMMUNICATION OUTSIDE OF BUSINESS HOURS

example of trending online for the right reasons. Merely through the power of social media, Mayfair Group was able to seamlessly transform from an advertising agency to a famous fashion clothing brand, increasing their revenue by 7000% within one year. This powerful e-commerce brand grew its social media platform through producing popular shareable content, such as influential quotes, moodboards, aesthetic collages, astrology and more. Unafraid to explore new strategies, Mayfair Group has profited from thinking outside of the box. By implementing weekly drops of exclusive, limited time casual merchandise, the company thrived during an unprecedented year of wearing

a strong social media presence and a high

The Mayfair Group is a prominent

ranking on search results.

sweatpants and staying inside. CEO Sam Abrahart capitalizes on spreading positivity, whether that be through the uplifting quotes projected on Mayfair's merchandise and owned social media pages, or through earned media derived from its various giveback partnerships with charities. Abrahart credits her success to recognizing early-on that businesses must evolve to survive.²³

PHASE III

25

THE YAYA DEMUGRAPHIC has weathered the storm, broken out of its cocoon and sprouted its wings. Now, they are ready to transform your workplace. Are you ready?

WALK THE BRIDGE, THEN CLIMB THE LADDER

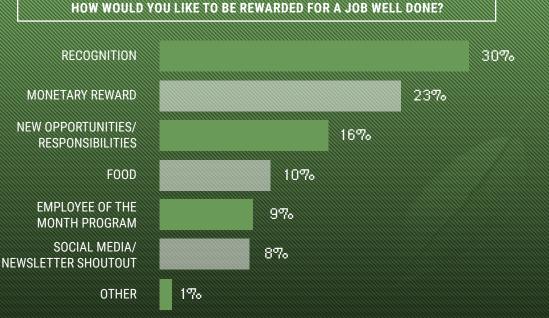
THE YAYA DEMDGRAPHIC is looking for opportunities to learn, grow and ultimately, transform. However, before spreading their wings and flying up the chain of command, these professionals would like to cross the bridge first – or move horizontally between different departments in one workplace.

YAYA professionals are a diverse bunch and they want their knowledgebase to be diverse as well. Seventy-nine percent of survey respondents agree to some extent that it is important to experience a variety of different roles within one place of employment. They realize that they can benefit from challenging themselves in new professional environments and 75% of Gen Z would be interested in a situation where they could have multiple roles within one place of employment for that reason.²⁴ Another reason YAYA professionals want to move around in the workplace is for the chance to meet new people and develop relationships. Gen Z students cited relationships more than any other factor, including learning, their future career and new opportunities, as what "excites them about getting up in the morning."²⁵ They also want to challenge themselves. According to a study released by Bond, Gen Z is the most self-motivated

WITHIN ONE PLACE OF EMPLOYMENT...

OF RESPONDENTS AGREE TO SOME EXTENT THAT IT IS IMPORTANT TO EXPERIENCE A VARIETY OF ROLES

757 OF GEN Z WOULD BE INTERESTED IN HAVING MULTIPLE ROLES



generation ever.²⁶ Specifically, they are motivated by relationships, advocating for something they believe in and working toward achieving milestones for advancement.

While YAYA individuals are more intrinsically than extrinsically motivated, 83% of survey respondents agree to some extent that they want to be recognized for the work they do. When asked "How would you most like to be rewarded for a job well done?," 16% of survey respondents reported wanting new opportunities or responsibilities and 30% reported wanting some kind of recognition. Surprisingly, only 6% of survey respondents indicated that they would like to be rewarded for a job well done through a social media shoutout.

YAYA individuals want their organizations to foster adaptable learning opportunities and career building. To be positioned as an ideal employer, companies should consider becoming more fluid by using rotational programs, shadowing and offering more learning and development opportunities. The opportunity to have a variety of learning experiences fulfills YAYA workers and gives them a sense of purpose.



IMPLICATION SHOW YAYA INDIVIDUALS THAT YOU'RE THE "ONE-STOP SHOP"

RECRUITERS NEED to position their companies as "one-stop shops" for growth and YAYA individuals will be inclined to join your organization for the long-haul. We found three general ways for companies to be a true "one-stop shop." First, companies can implement workshops for YAYA employees to learn about each other's roles through regular inter-team exercises or shadow days. Employees can work together to solve challenges from an interdisciplinary perspective, not only helping YAYA professionals to diversify their skill sets, but also allowing them to strengthen their relationships.

Second, companies can incentivize and provide continuous learning, not only about YAYA professionals' roles, but also about the company's history and mission. Companies can do this through learning seminars and events or by paying for YAYA employees to pursue higher education.

Lastly, companies can hire for roles that they know employees can explore horizontally and look internally to fill new positions before hiring from outside of the organization. By moving YAYA employees around the organization horizontally, your company can make a win-win investment in its YAYA employees and long term outlook.

EMBRACE OPPORTUNITIES FOR FLEXIBILITY IN A REMOTE WORKPLACE

DURING THE PANDEMIC, the YAYA demographic fully adapted to the virtual workspace and they don't want to completely reverse the metamorphosis they completed. Going forward, employers should incorporate both in-person and virtual elements in the office to make the most of what each has to offer.

While n-person work offers the best opportunity for coworkers to get to know one another – which is something YAYA individuals value highly – virtual work offers a level of efficiency that in-person work can't match. This new hybrid model promises greater access to talent, increased productivity for individuals and small teams, lower costs and more individual flexibility.²⁷

To successfully blend in-person and virtual work together, companies should give YAYA employees upfront autonomy for how they prefer to get their work done. This might look like hosting occasional in-person team bonding and meetings, but allowing YAYA employees to have the option to do their individual work at home. To gauge your team's preferences, survey them to figure out what the optimal amount of in-person meetings and days should be.

An example of a company that is doing this well is Netflix. At Netflix, there is no set amount of hours or work that must be completed each day or week and they do not track vacation time. They choose to focus on whatever project their team is working on and trust employees to get it done however they see fit. This is a great example of how an asynchronous management plan can foster productivity and individual autonomy.

Efficiency is key. When YAYA employees are working from home, employers should purposefully avoid filling up their schedule with Zoom meetings. Fifty-one percent of survey respondents agree to some extent that a Zoom call counts as a face-to-face



interaction, and face-to-face interactions can be time-intensive. To help distinguish when a Zoom meeting is necessary ask yourself the question, "Can I ask this in an email and get the response I need?" If the answer is yes, don't bother with setting up a meeting. You can rest assured that the YAYA demographic is still hip to email, as more than a quarter of survey respondents reported email as their favorite form of workplace communication.

Artemis Connection Consulting has

mastered efficiency with its asynchronous management plan. Each piece of work is divided into its component tasks and analyzed based on the estimated amount of time it will take to complete, then bundled into 15- to 20-hour blocks. The blocks are considered within the group and assigned to individual employees who then decide how to make the best use of their time. This allows people to work at their own pace, which maximizes efficiency and employee satisfaction.²⁸ CLOSING

-0

THE YAYA WORKFORCE may have broken out of its cocoon, but the metamorphosis is still incomplete. Employers have their own cocoons to break out of.

COVID-19 has accelerated the digital transformation and created a massive opportunity for employers to seize on their newfound knowledge of the YAYA workforce, harness the power of technology and create the future of work. A future where everyone is included and invested. But it's on you.

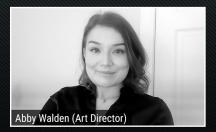
The YAYA demographic is changing. Change with us.

MEET THE TEAM



CHRISTINA GERECKE is a natural born leader from Naperville, Illinois. Hailing from the land of deep-dish pizza and Portillo's, she is an avid foodie and has an Instagram page, @tastesoftin, dedicated to recipes and recommendations. Outside of MOJO Ad, you can find Christina

working out, playing basketball, playing piano, painting or spending time with friends.



THOUGH ABBY WALDEN claims the Deep South as home, being born in Tupelo, Mississippi, and later moving to a small town in Arkansas, she has quite remarkably never boasted a Southern accent. Abby has been drawing and painting ever since she could walk and talk. She considers

herself to be a creative soul, and in addition to MOJO Ad, works as a graphic designer for Mizzou's Strategic Communication department.



SAM VERDISCO hails from Tampa, Florida, the WWE capital of the world, so naturally, her creative style packs a punch. It should come as no surprise, then, that Sam's proudest moment to date is doing physical therapy with John Cena. When she is not talking about John Cena or

writing the next great American novel, Sam can be found walking backwards around Mizzou and giving tours to prospective students and their families.



ZACH TAYLOR is a relentless content manager and team Zenith's much needed AP style police. He works as a public relations coordinator for Mizzou's Strategic Communication department, where he interviews students, faculty and alumni and writes articles highlighting the program's

success. Although Missouri has been Zach's home since he was 2, he was born in California and plans to visit his family there again soon.



SYDNEY WINBURN is a tenacious public relations account manager who combines insights with creativity. She worked as a social media intern with Big Air Las Colinas, where she created content for its Facebook, Instagram, TikTok and Twitter channels. When she's not

working for MOJO Ad, she volunteers for the Ronald McDonald House, Woodhaven, the Food Bank for Central and Northeast Missouri and MU's blood drive.



A ST. LOUIS NATIVE, Noah Otterstein is a digital strategist by day, horror movie buff by night. His all time favorites are Mulholland Drive and the original Nightmare on Elm Street. Noah is also bilingual in English and German, thanks to both of his parents, and hopes to revisit their

hometown of Heidelberg very soon. In the meantime, he can just visit the Heidelberg restaurant in Columbia.



ORIGINALLY from Trenton, Illinois, Ally Friend is passionate about all things advertising and PR. On campus, Ally is the communications director of KCOU 88.1FM and an intern for the MU Chancellor's Military and Veterans Committee. As a military child herself, she is proud to advocate

for Mizzou's student veterans and bring attention to their unique student experience.



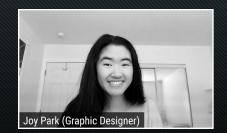
LAUREN ROBERTS is an ambitious video producer who's always on the go, which is evident in her almost-accomplished goal to see all 50 states. She plans to eventually take a road trip along Route 66 to knock out the last few states on her list, excluding pesky Alaska. At MU, Lauren

fosters puppies from the Central Missouri Humane Society and serves as a liaison between the shelter and adoption applicants.



EMMA WEATHERFORD is a curious soul with both an insightful and passionate voice. While she isn't afraid to question the facts, you'll never have to question her love for St. Louis. On campus, Emma is the president of the American Advertising Federation, a tour guide and an

admissions student ambassador. With a major sweet tooth, she views ice cream after dinner as a necessity rather than an occasional luxury.



JOY PARK is a hot sauce-loving, pixelobsessing creative from Columbia, Missouri. A true creative queen, Joy is especially savvy with technology, having earned dual minors in computer science and information technology. Recently, she held a UI/UX design position at a

local software development company where she helped redesign the Roots 'N Blues Music Festival's mobile app.



IN CLASSIC 2020 fashion, Mikaela Ashley and her family went from quarantining at home in Round Lake, Illinois, to packing everything up and moving to Atlanta mid-pandemic. Since her freshman year of college, she has been living out everyone's Pitch Perfect dreams as a member of

Mizzou's all-female a cappella group, the Naturelles. Mikaela probably sang her first words, too, but we can neither confirm nor deny that.



ATTRIBUTIONS

-0

- Packaged Facts. (2018, July) Looking Ahead to Gen Z: Demographic Patterns and Spending Trends. https://www.packagedfacts.com/Looking-Ahead-Gen-Demographic-Patterns-Spending-Trends-11270817/
- Parker, K., & Igielnik, R. (2021, February 09). What we know about gen z so far. https:// www.pewresearch.org/social-trends/2020/05/14/on-the-cusp-of-adulthood-and-facingan-uncertain-future-what-we-know-about-gen-z-so-far-2/
- U.S. Bureau of Labor Statistics. (2020, August 18). Table 3. Employed persons 16 to 24 years of age by industry, class of worker, race, and Hispanic or Latino ethnicity, July 2019-2020. https://www.bls.gov/news.release/youth.t03.htm
- 4. Fry, R., Passel, J., & Cohn, D. (2020, September 09). A majority of young adults in the U.S. live with their parents for the first time since the Great Depression. https://www.pewresearch.org/fact-tank/2020/09/04/a-majority-of-young-adults-in-the-u-s-live-with-their-parents-for-the-first-time-since-the-great-depression/
- Mintel. (2020, October). Digital Trends Fall: Incl Impact of COVID-19 US October 2020. https://reports-mintel-com.proxy.mul.missouri.edu/display/1042583/?fromSear ch=%3Ffreetext%3D18-24%2520online%2520attitude
- 6. Hinds, P., & Elliott, B. (2021, February 01). WFH Doesn't Have to Dilute Your Corporate Culture. https://hbr.org/2021/02/wfh-doesnt-have-to-dilute-your-corporate-culture
- Pastore, A. (2020, June 2). Has Crisis Changed the Gen Z Consumer? https://globalfactiva-com.proxy.mul.missouri.edu/ha/default.aspx#./!?&_suid=16113531467140276 15742990197156

- Weise, S. (2021, January 08). Is LinkedIn Failing its Gen Z Audience? https:// bixaresearch.com/blog/2020/11/6/genz-linkedin
- Fromm, J. (2018, July 04). Gen Z In The Workforce: How To Recruit And Retain Youth Generations. https://www.forbes.com/sites/jefffromm/2018/07/03/gen-z-in-the-workforce-how-to-recruit-and-retain-youth-generations/?sh=9ec48917569d
- Jackson, A. (2019, June 26). The key to hiring Gen Z candidates? Thinking like them. https://www.fastcompany.com/90368949/the-key-to-hiring-gen-z-candidates-thinklike-them
- 11. Santamaria, L. (2017, April 28). Will Side Hustling Millennials Weaken the Volunteer Spirit of Nonprofits? https://www.fels.upenn.edu/recap/posts/1062
- 12. CareerBuilder. (2018, June 29). Millennials Significantly Outpacing Other Age Groups for Taking on Side Gigs. https://www.prnewswire.com/news-releases/millennialssignificantly-outpacing-other-age-groups-for-taking-on-side-gigs-300335724.html
- BusinessWire. (2019, November 20). Gen Z and Millennials: All About the Benefits, Not Just the Benjamins. https://www.businesswire.com/news/home/20191120005742/en/ Gen-Z-and-Millennials-All-About-the-Benefits-Not-Just-the-Benjamins
- Indeed. (2020, September 10). Gen Z vs Millennials in the Workplace: What Are the Differences? https://www.indeed.com/career-advice/career-development/gen-z-vsmillennials
- 15. Dell Technologies. (2018). Gen Z: The future has arrived. https://www.delltechnologies. com/en-us/perspectives/gen-z.htm#scroll=off
- Yancey, J. (2020, December 11). How Generation Z Will Reshape the Modern Workplace. https://emtrain.com/blog/workplace-culture/gen-z-reshape-modernworkplace/

- PRNewsWire. (2018, September 18). Failure Drives Innovation, According to EY Survey on Gen Z. https://www.prnewswire.com/news-releases/failure-drives-innovationaccording-to-ey-survey-on-gen-z-300714436.html
- Deloitte. (2020, October 28). Deloitte Global Millennial Survey 2020. https://www2. deloitte.com/global/en/pages/about-deloitte/articles/millennialsurvey.html
- Banjo, S., & Bass, D. (2020, August 3). On Diversity, Silicon Valley Failed to Think Different. https://www.bloomberg.com/news/articles/2020-08-03/silicon-valleydidn-t-inherit-discrimination-but-replicated-it-anyway?cmpid=BBD080420_MKT&utm_ medium=email&utm_source=newsletter&utm_term=200804&utm_campaign=markets
- 20. Bershidsky, L. (2013, July 29). Why Are Google Employees So Disloyal? https://www. bloomberg.com/opinion/articles/2013-07-29/why-are-google-employees-so-disloyal-
- 21. MOJO Ad. (2019). State of the YAYA.
- 22. Morgan, K. (2020, December 9). How young workers are changing the rules of 'business speak'. https://www.bbc.com/worklife/article/20201204-how-young-workers-are-changing-the-rules-of-business-speak
- 23. Eldor, K. (2020, November 12). How the Mayfair Group pivoted from agency to multimillion-dollar fashion brand, thanks to positive messaging and empathy. https:// www.forbes.com/sites/karineldor/2020/11/11/how-the-mayfair-group-pivotedfrom-agency-to-multimillion-dollar-fashion-brand-thanks-to-positive-messaging-andempathy/?sh=71c7cf70c53
- 24. OSLHA. (2017). EHearsay. https://www.ohioslha.org/wp-content/uploads/2017/12/ Fall17Issue.pdf
- 25. Grace, M., & Seemiller, C. (2017, July 1). Generation Z: Educating and engaging the next generation of students. https://journals.sagepub.com/doi/abs/10.1002/abc.21293

- 26. Bond. (2015). Engaging Generation Z. https://www.bond.org.uk/sites/default/files/ resource-documents/engaging_generation_z_1015.pdf
- Alexander, A. (2020, December 14). Reimagining the postpandemic workforce. https:// www.mckinsey.com/business-functions/organization/our-insights/reimagining-thepostpandemic-workforce#
- Gratton, L. (2020, November 09). Four principles to Ensure hybrid work is productive work. https://sloanreview.mit.edu/article/four-principles-to-ensure-hybrid-work-isproductive-work/



48

BACKGROUND SOURCES

-0

Adamczyk, A. (2020, September 24). 'Not knowing how long this will continue is daunting': How the coronavirus is impacting Gen Z. Retrieved from https://www.cnbc. com/2020/09/24/how-coronavirus-will-impact-gen-zs-careers-and-finances.html

Adeluwoye, D. (2020, August 08). 'Uncertainty made me struggle': Covid puts financial stress on young people. Retrieved from https://www.theguardian.com/money/2020/aug/08/covid-financial-stress-young-people-coronavirus-jobs

Anderson, B. (2020, February 12). A Guide for the Ages: What You Need to Know to Attract a Multigenerational Workforce. Retrieved from https://business.linkedin.com/talentsolutions/blog/diversity/2020/how-to-attract-multigenerational-workforce

Anderson, B. (2020, September 29). Zoom's Chief Diversity Officer Explores the Future of Inclusion and Remote Work. Retrieved from https://business.linkedin.com/talent-solutions/ blog/diversity/2020/zooms-chief-diversity-officer-explores-the-future-of-inclusion-andremote-work

Barnhart, B. (2021, March 09). Social media demographics to inform your brand's strategy in 2021. Retrieved from https://sproutsocial.com/insights/new-social-media-demographics/#LI-demos

Canas, T. (2018, September 17). Attracting Gen Z: The Post-Millennial Talent Wave. Retrieved from https://www.insurancejournal.com/magazines/magideaexchange/2018/09/17/500921.htm

CDC. (2020, August 14). Mental Health, Substance Use, and Suicidal Ideation During the COVID-19 Pandemic. Retrieved from https://www.cdc.gov/mmwr/volumes/69/wr/ mm6932a1.htm CGK. (2017, September 22). What the youngest generation thinks is bad phone etiquette. Retrieved from https://genhq.com/what-the-youngest-generation-thinks-is-bad-phoneetiquette/

Chu, Z. (2020, July). Gen z in the workplace: Everything you need to know. Retrieved from https://dynamicsignal.com/2019/09/19/generation-z-in-the-workplace/

CSP. (2020, January). Generation Z in the workforce. Retrieved from https://online.csp.edu/ generation-z-in-the-workforce/

Cunningham, M. (2020, May 13). In their own words: Biggest impact covid-19 has had on prospective graduate students. Retrieved from https://www.carnegiedartlet.com/blog/in-their-own-words-biggest-impact-covid-19-has-had-on-prospective-graduate-students/

Dave, N. (2018, March 9). Top 3 Viral Marketing Campaigns to Take Inspiration From. Retrieved from https://www.semrush.com/blog/viral-marketing-campaign-inspiration/

Deloitte, & Network of Executive Women. (2019, August 4). Welcome to Generation Z. Retrieved from https://www.newonline.org/sites/default/files/files/NEW%20Gen%20Z%20 Report_final.pdf

Deloitte. (2018, July). Generation Z enters the workforce. Retrieved from https://www2. deloitte.com/content/dam/insights/us/articles/4055_FoW-GenZ-entry-level-work/4055_ FoW-GenZ-entry-level-work.pdf

Entrepreneur. (2018, May 31). 10 Genius Marketing Campaigns That Went Viral. Retrieved from https://www.entrepreneur.com/slideshow/313584

Forbes. (2020, January 17). What kind of jobs are generation z looking for? Retrieved from https://www.forbes.com/sites/quora/2020/01/17/what-kind-of-jobs-are-generation-z-looking-for/?sh=320f2ef444dc

Gelber, M. (2019, January 5). Here's what you need to know about Gen Z. Retrieved April 11, 2021, from https://www.monster.com/career-advice/article/gen-z-boss-0816

Gewertz, C. (2020, December 01). Many young people think a high school diploma is enough, poll finds. Retrieved from https://www.edweek.org/teaching-learning/many-young-people-think-a-high-school-diploma-is-enough-poll-finds/2019/11

Girls With Impact. (2020, December 10). What's Inside the Minds of Gen Z. Retrieved from https://drive.google.com/file/d/1l1sA333bB406n0Grw4W7Mc6jGrErnOsm/view

Hackl, C. (2020, September 7). Gen-z and the future of work and play. Retrieved from https://www.forbes.com/sites/cathyhackl/2020/09/07/gen-z--the-future-work--play/?sh=6901af7c142e

Handshake. (2020, January 22). Survey: Student Loan Debt Is a Key Factor for Gen Z When Making Career Decisions. Retrieved from https://www.prnewswire.com/ news-releases/survey-student-loan-debt-is-a-key-factor-for-gen-z-when-making-careerdecisions-300991206.html

Hartman, M. (2020, October 16). College enrollment overall has dipped, but it's down significantly at community colleges. Retrieved from https://www.marketplace. org/2020/10/16/college-enrollment-overall-has-dipped-but-its-down-significantly-at-community-colleges/

Hess, A. (2019, June 20). Graduating in 4 years or less helps keep college costs downbut just 41% of students do. Retrieved from https://www.cnbc.com/2019/06/19/just-41percent-of-college-students-graduate-in-four-years.html

Hess, A. (2020, February 27). 82% of college grads believe their bachelor's degree was a Good Investment-but most would make this one change. Retrieved from https://www. cnbc.com/2020/02/27/82percent-of-college-grads-believe-their-degree-was-a-goodinvestment.html Hoffman, J. (2020, August 13). Young adults report rising levels of anxiety and depression in pandemic. Retrieved from https://www.nytimes.com/2020/08/13/health/Covid-mental-health-anxiety.html?auth=link-dismiss-google1tap

Hollingsworth, S. (2017, December 14). 7 Times Brands Went Viral for All the Wrong Reasons. Retrieved from https://www.searchenginejournal.com/times-brands-went-viralwrong-reasons/225053/#close

Hulick, K. (2020, September 11). Healthy screen time is One challenge of distance learning. Retrieved from https://www.sciencenewsforstudents.org/article/healthy-screen-time-isone-challenge-of-distance-learning

Igielnik, R. (2020, May 15). Majority of Americans who lost a job or wages due To COVID-19 Concerned states will reopen too quickly. Retrieved from https://www.pewresearch.org/ fact-tank/2020/05/15/majority-of-americans-who-lost-a-job-or-wages-due-to-covid-19concerned-states-will-reopen-too-quickly/#job-wages

Jenkins, R. (2018, September 10). This Is How and Where to Hire Generation Z. Retrieved from https://www.inc.com/ryan-jenkins/this-is-how-generation-z-looks-for-a-job.html

Johnson, R. (2019, July 01). Gen Z Career Guide: The Best Jobs for the Future. Retrieved from https://www.bestcolleges.com/blog/gen-z-career-guide/

Koenig, R. (2018, September 24). Your College Major Does Not Define Your Career. Retrieved from https://money.usnews.com/careers/applying-for-a-job/articles/2018-09-24/ your-college-major-does-not-define-your-career

Krislov, M. (2019, November 21). Tackling The College Confidence Gap With Generation-Z. Retrieved from https://www.forbes.com/sites/marvinkrislov/2019/11/21/tackling-thecollege-confidence-gap-with-the-next-generation/?sh=37390626f05b Krislov, M. (2019, November 21). Tackling The College Confidence Gap With Generation-Z. Retrieved from https://www.forbes.com/sites/marvinkrislov/2019/11/21/tackling-the-college-confidence-gap-with-the-next-generation/?sh=7f1439906f05

Lambert, L. (2020, August 1). Gen z is struggling to be productive working from home. Retrieved from https://fortune.com/2020/08/01/gen-z-is-struggling-to-be-productiveworking-from-home/

Loades, M., Chatburn, E., Higson-Sweeney, N., Reynolds, S., Shafran, R., Brigden, A., . . . Crawley, E. (2020, June 3). Rapid Systematic Review: The Impact of Social Isolation and Loneliness on the Mental Health of Children and Adolescents in the Context of COVID-19. Retrieved from https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7267797/

Miller, C. (2019, June 07). College Enrollment & Student Demographic Statistics. Retrieved from https://educationdata.org/college-enrollment-statistics

Mintel. (2019, December). Attitudes Toward Higher Education - US - December 2019. Retrieved from https://reports-mintel-com.proxy.mul.missouri.edu/display/994096/?fromS earch=%3Ffreetext%3D18-24%2520online%2520attitude

Mintel. (2019, November). Attitudes Toward Technology and the Digital World - US -November 2019. Retrieved from https://reports-mintel-com.proxy.mul.missouri.edu/display /923908/?fromSearch=%3Ffreetext%3D18-24%2520online%2520attitude

Mintel. (2020, December). Connection and Communication in a Digital Age: Incl Impact of COVID-19 - US - December 2020. Retrieved from https://reports-mintel-com.proxy.mul. missouri.edu/display/987344/?fromSearch=%3Ffilters.consumer-segment%3D15%26filters. region%3D14%26freetext%3Dvirtual%26last_filter%3Dconsumer-segment

Mintel. (2020, May). Marketing to Gen Z: Incl Impact of COVID-19 - US - May 2020. Retrieved from https://reports-mintel-com.proxy.mul.missouri.edu/display/986950/?highlight

Monster, I. (2016, August 30). Move over, Millennials: Gen Z is about to hit the workforce. Retrieved from https://www.prnewswire.com/news-releases/move-over-millennials-gen-zis-about-to-hit-the-workforce-300319567.html

Monster. (2020, June 8). Monster Multi-Generational Survey. Retrieved from https://media. newjobs.com/cms/static-content/info/PRODUCTS/monster_genz_report.pdf

Mull, A. (2020, November 19). Generation Work-From-Home May Never Recover. Retrieved from https://www.theatlantic.com/magazine/archive/2020/10/career-costs-working-from-home/615472/

National Center for Education Statistics. (2020, May). Postbaccalaureate Enrollment. Retrieved from https://nces.ed.gov/programs/coe/indicator_chb.asp

National Student Clearinghouse. (2021, March 11). Stay Informed with the Latest Enrollment Information. Retrieved from https://nscresearchcenter.org/stay-informed/

OECD. (2020, June 11). Youth and COVID-19: Response, recovery and resilience. Retrieved from https://www.oecd.org/coronavirus/policy-responses/youth-and-covid-19-response-recovery-and-resilience-c40e61c6/

Oh, J. (2020, January 15). 3 rules for engaging millennial and Gen Z talent in the workplace. Retrieved from https://www.weforum.org/agenda/2020/01/millennial-gen-z-talentworkplace-leadership/

Parker, K., Horowitz, J., & Minkin, R. (2020, December 09). How the Coronavirus Outbreak Has – and Hasn't – Changed the Way Americans Work. Retrieved from https://www. pewresearch.org/social-trends/2020/12/09/how-the-coronavirus-outbreak-has-and-hasntchanged-the-way-americans-work/ Parker, K., Minkin, R., & Bennett, J. (2020, September 24). Economic fallout FROM Covid-19 continues to Hit lower-income Americans the hardest. Retrieved from https://www.pewresearch.org/social-trends/2020/09/24/economic-fallout-from-covid-19-continues-to-hit-lower-income-americans-the-hardest/

Regan, R. (2020, October 21). Everything You Need To Know About Generation Z In The Workplace in 2021. Retrieved from https://connecteam.com/generation-z-in-the-workplace/

Rikleen, L. (2020, June 3). What Your Youngest Employees Need Most Right Now. Retrieved from https://hbr.org/2020/06/what-your-youngest-employees-need-most-right-now

Saad, L. (2019, November 25). Socialism as popular as Capitalism Among Young Adults in U.S. Retrieved from https://news.gallup.com/poll/268766/socialism-popular-capitalism-among-young-adults.aspx

Schmidt, E. (2019, December 3). School Enrollment: College Down, Graduate School Up. Retrieved from https://www.census.gov/library/stories/2019/12/school-enrollment-collegedown-graduate-school-up.html

Schwabel, D. (2019, November 5). Why Gen Z is Unprepared for the Jobs of the Future. Retrieved from https://www.linkedin.com/pulse/why-gen-z-unprepared-jobs-future-danschawbel/

Scott, M. (2016, July 20). OP-ED: Career fairs are not dead. Retrieved from https://www. naceweb.org/talent-acquisition/student-attitudes/op-ed--career-fairs-are-not-dead/

Seemiller, C. (2016, February 9). 3 Identities of the Generation Z Era: The Entrepreneur. Retrieved from https://www.linkedin.com/pulse/3-identities-generation-z-era-entrepreneurcorey-seemiller-phd/?trk=pulse_spock-articles Smith, A., & Anderson, M. (2018, March 1). Social Media Use in 2018. Retrieved from https://www.pewresearch.org/internet/2018/03/01/social-media-use-in-2018/

Stahl, A. (2019, September 10). How Generation-Z Will Revolutionize The Workplace. Retrieved from https://www.forbes.com/sites/ashleystahl/2019/09/10/how-generation-zwill-revolutionize-the-workplace/?sh=4c9aec344f53

Stansell, A. (2019, February 20). The Next Generation of Talent: Where Gen Z Wants to Work. Retrieved from https://www.glassdoor.com/research/gen-z-workers/#

Student Research Foundation. (2017, December 21). What Statistics Tell Us About Changing College Majors. Retrieved from https://www.studentresearchfoundation.org/ blog/statistics-about-changing-college-majors/

Success, P. (2019, November). Harris Poll Topline Results. Retrieved from https://www. projectsuccess.org/harrispoll/

Tincup, W. (2019, April 30). The Difference Between Recruiting Gen Z and Millennials. Retrieved from https://www.indeed.com/lead/recruiting-gen-z

U.S. Bureau of Labor Statistics. (2020, August 18). Employment and unemployment among youth summary. Retrieved from https://www.bls.gov/news.release/youth.nr0.htm

U.S. Bureau of Labor Statistics. (2021, April 02). Labor Force Statistics from the Current Population Survey. Retrieved from https://www.bls.gov/web/empsit/cpseea10.htm

Whittle, N. (2020, September 10). The effect of lockdown on mental health, and how VR can help. Retrieved from https://www.med-technews.com/medtech-insights/the-effect-of-lockdown-on-mental-health-and-how-vr-can-help/

Yello. (2020, April 21). Introducing the first graduating class of generation z. Retrieved from https://yello.co/blog/introducing-the-first-graduating-class-of-generation-z/

Zahneis, M., & June, A. (2020, September 3). How has the pandemic affected graduate students? This study has answers. Retrieved from https://www.chronicle.com/article/how-has-the-pandemic-affected-graduate-students-this-study-has-answers

Zhu, Y., Zhang, J., Au, W., & Yates, G. (2020, March 06). University students' online learning attitudes and continuous intention to undertake online courses: A self-regulated learning perspective. Retrieved from https://link.springer.com/article/10.1007/s11423-020-09753-w

